

CENTRAL INTELLIGENCE AGENCY

OFFICE OF THE DEPUTY DIRECTOR

5 October 1982

NOTE FOR: ExDir

FROM : EA/DDCI

You asked me what I thought about this some time ago. While it probably would not do any harm, except raise the ire of the deputies on down regarding micromanagement, it seems more elaborate than necessary to accomplish the purpose at hand in ensuring that you, the DDCI/DCI do not get blindsided by large programs running amuck. I would think the simple system suggested at the EXCOM would more than fill the bill: you and the deputies identifying projects to be monitored and their giving you periodic updates and early warnings as necessary on the status of the programs.



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Comments on Proposed Management System

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[] paper provides for a comprehensive and useful system for managing major programs.

The paper calls for a program director who works under a Deputy Director or Office Director. Reporting and review would be through the Comptroller. The program director would be from the organization which is developing an item/system; the deputy would be from the using organization.

It is suggested that if this system is used the relationship between the program director, the Deputy Director, the EXDIR and the Comptroller be more explicitly defined. While the Comptroller possibly should review the project monthly and give the EXDIR a staff opinion of how it is progressing, reporting and review should follow a command channel from the project manager through the Deputy Director to the EXDIR. The Deputy Director as well as the program manager should be held accountable for the program.

The key elements to making the management system work are:

- centralization of responsibility with the program manager and the DD.
- a periodic (monthly?) report up the chain of command which gives the EXDIR lower management's assessment of where the project stands.
- provision for minority views (possibly as ^{report} appendices) of how the user, developer, or other entity involved in the program view its progress.
- occasional direct consultation between program manager and the EXDIR, and at times between EXDIR and individual's with an independent view.
- somewhat enhanced Comptroller review, and IG review, but working within existing channels.

The paper proposes that the deputy program manager come from the using organization. This may not be practical for some projects: the user may not have a qualified person available, technical requirements and the small size of the project may ~~make~~ make this impractical. The user, nevertheless, should be required to comment periodically - perhaps in the program manager's monthly report - on ~~how~~ whether the program is timely and will ~~be~~ meet his operational requirements. In fact, whenever possible, the user organization should have the responsibility ~~and~~ for and ~~manage~~ the program.

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EXECUTIVE PROJECTS

This is an outline for a management system aimed at improving our performance in developing large-scale capabilities with Agency-wide implications.

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In general this management system provides:

- Criteria for the projects to be included under the system.
- A process for generation and approval of a program plan
- Assignment of the program directly to a Deputy Director or Office Director by the Executive Director.
- Creation of a project team including representative of the user, and support organizations. The Executive Director would approve the choice of project manager and his deputy.
- Reporting and review on status, progress, and problems of a project through the Comptroller.

PROGRAM APPROVAL:

- Concepts for needed systems and techniques will originate within various CIA elements.
- Deputy Directors will submit program plans to the Executive Director for projects meeting the criteria noted above.
- Program proposals and plans will be considered by the Executive Committee and approved or disapproved by the Executive Director.
- Executive Director will appoint the program manager and deputy manager from candidates nominated by the relevant Deputy Directors.
- Executive Director will decide whether program manager reports to an Office Director or Deputy Director.

PROGRAM PLANS:

- Plans for each program will include the following minimum information:
 - Requirement: a range of needed capabilities and justification (minimum useful system to best)
 - User identification
 - Relevance to the CIA Long-Range Plan
 - Technology Assessment: Current state of the art, anticipated state of the art in 5 years, what new technology must be developed.
 - Alternative Courses of Action: Proposals for projects leading to the minimum, middle, and best capabilities.
 - Program Management: Nominations for program manager, deputy program manager, other dedicated staff needs, special support needs, etc. The program manager would come from the developing organization and the deputy from the

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principal user organization.

— Security.

REPORTS AND REVIEWS:

- Contractor must provide periodic reports including certification that he can complete the project within allocated resources and schedule or explain why it is not possible.
- Contractor reports will be provided, with project manager and Deputy Director comments to the Comptroller.
- Comptroller will review the status each Executive Program at his monthly meeting. Comptroller will summarize the results of this review to the Executive Director.
- Discrepancies from program plans will be reported to the Executive Director through the Comptroller.
- Significant (TBD) changes to program plans or reprogramming actions will require approval of the Executive Director.

POTENTIAL EXECUTIVE PROJECTS:



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